
**Information technology — IT
Enabled Services-Business Process
Outsourcing (ITES-BPO) lifecycle
processes —**

**Part 2:
Process assessment model (PAM)**

*Technologies de l'information — Processus du cycle de vie de la
délocalisation du processus d'affaires des services activés par IT —
Partie 2: Modèle d'évaluation du processus (PAM)*



COPYRIGHT PROTECTED DOCUMENT

© ISO/IEC 2016, Published in Switzerland

All rights reserved. Unless otherwise specified, no part of this publication may be reproduced or utilized otherwise in any form or by any means, electronic or mechanical, including photocopying, or posting on the internet or an intranet, without prior written permission. Permission can be requested from either ISO at the address below or ISO's member body in the country of the requester.

ISO copyright office
Ch. de Blandonnet 8 • CP 401
CH-1214 Vernier, Geneva, Switzerland
Tel. +41 22 749 01 11
Fax +41 22 749 09 47
copyright@iso.org
www.iso.org

Contents

Page

Foreword	iv
Introduction	v
1 Scope	1
2 Normative references	1
3 Terms and definitions	1
3.1 General.....	2
3.2 Structure of the ITES-BPO process assessment model.....	2
3.2.1 Relationship to process reference model.....	2
3.2.2 Process categories and processes.....	2
3.2.3 Process dimension.....	4
3.2.4 Capability dimension.....	4
3.3 Assessment indicators.....	6
3.3.1 Overview.....	6
3.3.2 Process capability indicators (PCI).....	7
3.3.3 Process performance indicators (PPI).....	9
3.4 Measuring process capability.....	9
4 Processes and process performance indicators (level 1)	11
4.1 General.....	11
4.2 Base practices (BPs) and work products (WPs) for ITES-BPO lifecycle processes.....	11
4.2.1 Strategic enablement processes.....	11
4.2.2 Relationship processes.....	14
4.2.3 Solution processes.....	17
4.2.4 Transition in processes.....	19
4.2.5 Service delivery processes.....	28
4.2.6 Transition out process.....	33
4.2.7 Tactical enablement processes.....	35
4.2.8 Operational enablement processes.....	44
5 Process capability indicators (levels 1 to 5)	54
5.1 General.....	54
5.2 Process capability levels and process attributes.....	54
5.2.1 Process capability level 0: Incomplete process.....	55
5.2.2 Process capability level 1: Performed process.....	55
5.2.3 Process capability level 2: Managed process.....	55
5.2.4 Process capability level 3: Established process.....	60
5.2.5 Process capability level 4: Predictable process.....	64
5.2.6 Process capability level 5: Innovating process.....	68
Annex A (informative) Conformity of the process assessment model	73
Annex B (informative) Work product characteristics	77
Annex C (informative) Correlation between ISO/IEC 20000 and ISO/IEC 30105	111
Bibliography	115